

BOARD OF DIRECTORS

**MINUTES OF THE MEETING HELD ON TUESDAY,
2ND OCTOBER 2012 AT 1.15 PM IN TRAINING ROOM 4**

		Attendance	
Chairman	Sir J Sharples	<input checked="" type="checkbox"/>	
Vice Chairman (Chair)	Mr A Findlay		<input checked="" type="checkbox"/>
Non Executive Director	Mr A Higgins	<input checked="" type="checkbox"/>	
Non Executive Director	Mrs L Carstensen	<input checked="" type="checkbox"/>	
Non Executive Director	Mrs R Hopwood	<input checked="" type="checkbox"/>	
Acting Chief Executive	Mrs G Hales	<input checked="" type="checkbox"/>	
Medical Director	Mr I Harvey	<input checked="" type="checkbox"/>	
Director of Finance	Mrs Debbie O'Neill	<input checked="" type="checkbox"/>	
Acting Director of Nursing	Mrs L Freeman	<input checked="" type="checkbox"/>	
Director of Operational Services	Mr T Lynch	<input checked="" type="checkbox"/>	
Director of Human Resources and Organisational Development	Mrs S Young	<input checked="" type="checkbox"/>	
Foundation Trust Secretary	Mr S P Cross	<input checked="" type="checkbox"/>	

In attendance:

Mrs C Raggett – Secretary to the Board

Alison Armstrong – Cheshire West and Chester Council

122/12 **TO RECEIVE A PRESENTATION ON THE CHESHIRE WEST AND CHESTER COUNCIL 'AGING WELL'**

Ms Armstrong from the Cheshire West and Chester Council gave a presentation on the 'Altogether Better' programme.
(Slides attached)

Ms Armstrong stated that this was a transformational programme based around the community budget programme and is about better meeting the needs of local people.

Ms Armstrong outlined the 5 themes within the programme and gave details of the timescales involved.

The Board discussed the demographic of the aging population, the involvement of the third sector, consultation with the community and the potential impact to the Trust.

Sir James thanked Ms Armstrong for her presentation.

123/12 **APOLOGIES**

Apologies were received from Mr A Findlay.

124/12 **DECLARATIONS OF INTEREST**

There were no declarations of interest.

125/12 **TO RECEIVE AND APPROVE THE BOARD OF DIRECTORS' MINUTES OF MEETING HELD ON 4TH SEPTEMBER 2012**

The minutes of the Board of Directors meeting held on 4th September 2012 were received as a true and accurate record.

Mrs Hopwood asked if Mrs O'Neill had any further information regarding out of area patients. Mrs O'Neill replied that she had met with commissioners and there is agreement that the commissioners would continue to co-ordinate these patients.

126/12 **TO RECEIVE THE CONTENTS OF THE INFORMATION PACK**

The Board received and noted the contents of the information pack.

127/12 **CHAIRMAN/CHIEF EXECUTIVE'S BUSINESS**

Mrs Hales reported that the Trust had received planning permission for the new build and also had confirmation of the loan facilities to the Trust.

Mrs Hales stated that the Trust was still waiting for a response from Monitor regarding the new build, and that she was hopeful that this should be received within the next week.

Mrs Hales asked the Board for Mrs O'Neill as Finance Director to have delegated authority to sign off the GMP as there was a need to sign off 'not to be exceeded' price by 22nd October 2012 so that the steel for the building can be ordered and delivered on schedule.

In answer to a question from Mr Higgins, Mrs O'Neill stated that the 'not to be exceeded price' had been £50k adrift from the original assumption, but that she was confident that the gap would be closed prior to sign off.

The Board approved delegated authority to Mrs O'Neill to sign off the GMP for the new build.

128/12 **REPORT OF THE FOUNDATION TRUST SECRETARY**

Mr Cross reported that the Annual Members' Meeting would be held after the Board meeting. There were over 20 stands which covered many of the excellent developments and services of the Trust.

129/12 **TO RECEIVE AND APPROVE THE 'AGING WELL' HEADS OF TERMS**

Mrs Hales presented the 'Aging Well' Heads of Terms to the Board. Mrs Hales stated that these principles set out the proposals and processes for taking part in the project.

Mr Lynch gave an overview of the various discussion forums regarding this project and stated that the Trust needed to be involved in these discussions.

The Board discussed the Heads of Terms and the potential future impact to the Trust.

The Board approved the Trust signing up the Heads of Terms for Aging Well.

130/12 **TO RECEIVE DETAILS OF THE NEW FUNDRAISING PROJECT 'BABYGROW'**

Mrs Hales was pleased to report that the Finance Committee had agreed a new fundraising project for the Trust called 'Babygrow' which would be led by the Trust's fundraising department.

The new fundraising project will be to develop the neonatal unit. This will be launched at an official event in December 2012 and will be looking to raise approximately £2.5m.

Mrs Hopwood asked if this was included in the site strategy. Mrs O'Neill replied that the development of the neonatal unit was not in the site strategy as this had only recently been agreed in terms of the appeal looking at alternative accommodation.

131/12 **TO RECEIVE A PAPER ON 'QUALITY IN THE NEW HEALTH SYSTEM'**

Mrs Freeman outlined the details within the paper on 'Quality in the New Health System' and stated that this was a very

informative report.

Mrs Freeman reported that the Trust's performance report does already reflect the five outcomes framework.

The Board noted the paper on Quality in the New Health System.

132/12 **TO RECEIVE AN UPDATE ON THE EFFICIENCY PROGRAMME**

Mrs O'Neill gave an update CRS structure which now reflected best practice and focussed more on quality.

Mr Higgins asked about the stimulation of new ideas for efficiency savings. Mrs O'Neill replied that various workshops with clinical and non-clinical teams would be held.

Mrs O'Neill gave a presentation on the Efficiency Programme and stated that £600k still remained to be identified and that some of the schemes already identified were rated as high risk.

Mrs O'Neill reported that the for 2013/14 the efficiency savings target would be approximately £8m and that traditional approaches to cost savings would not achieve the savings needed and that it was important to consider the commercial opportunities and clinical savings.

Mr Lynch gave an overview of the Transforming Patient Administration project (TPA) and some of the issues that had recently been identified.

Mr Lynch detailed the issues which included the IM&T main enablers being behind schedule and issues with the new text reminder system. He continued with an overview of the issues that would need further review to ensure that they had not been double counted which included DNAs and FTAs reductions and GPs still requiring paper copies of letters sent to patients.

Mr Higgins asked about the in-year effect of not fully achieving the predicted TPA savings. Mrs O'Neill stated that this was risk rated as red and that a full review would now be undertaken and a further update would be given at the next Board meeting.

133/12 **TO REVIEW THE INTEGRATED PERFORMANCE REPORT TO MONTH 5**

Mrs O'Neill presented the integrated performance report for Month 5.

Mrs Freeman was pleased to report that there had been no DSSA breaches.

Mrs Freeman reported that there were some issues around the patient survey data as the local survey data has not improved as expected following the actions that had been put in place. Mrs Freeman stated that this could be a potential risk of £100k if the national Picker Survey results did not show the improvement. Mr Higgins asked which areas had not improved. Mrs Freeman stated that the worst area was around communication and involvement in care and decisions.

Mr Lynch gave an update on the Cancer 62 day target which will fail the quarter. Mr Lynch will review the cases involved and report back at the next Board meeting.

Mr Lynch reported on the Emergency Department attendances which were up 25% - 30% compared to the same time last year. Mr Lynch gave an example of a day where the ED received 39 admissions from 5pm to 12am and that he felt that this was driven by the system in the community, he is discussing this issue with the CCG.

Mrs Freeman was pleased to report that the Trust had not a case of MRSA for 428 days which was great news.

Mr Harvey reported that the Trust was currently one case under trajectory for C.Difficile although this remained a concern as cases increase during the winter months.

Mrs O'Neill reported that the Trust was £70k behind plan which was a slight improvement from the previous month and that the Trust remained on a Monitor Financial Risk Rating of 3.

Mrs O'Neill stated that the main area of concern continued to be medical agency costs which was £800k overspent. Mrs O'Neill has included a breakdown within the performance report of the changes from the end of 2011/12 to the start of 2012/13 which included considerable gaps in planned care, some middle grade doctors leaving early to take up new posts and high levels of maternity leave.

Mrs Young gave an outline of gaps across divisions and specialities. Mrs Young stated that the international recruitment had been successful with 4 doctors being recruited. The Board discussed recruitment options for

doctors and the bank/agency usage for nurses.

Mrs O'Neill stated that West Cheshire CCG continued to over perform against their contract, and there are pressures relating to endoscopy and outpatient referrals due to an increase in referrals, this was being discussed with the CCG to see what could be causing the increase.

Mrs Young was pleased to report that sickness levels at the Trust were at the lowest for 12 months.

Mrs Young stated that 100% of medical students had passed their exams.

Mrs Young reported that the Trust's Occupational Services were to be assessed for the Safe Effective Quality Occupational Health Service (SEQOHS).

The Integrated Performance Report for Month 5 was received by the Board.

134/12 **TO DISCUSS THE IMPLICATIONS OF THE HEALTH AND SOCIAL ACT 2012**

Mr Cross presented a paper on the implications of the Health and Social Care Act 2012 for consideration.

Mr Cross outlined the main points within the paper and stated that the Board of Directors and Council of Governors were already meeting a lot of the requirements within the act.

The Board discussed when the Board meetings should all become public, and it was suggested that subject to agreement with the new Chair and new Chief Executive that these should commence from January 2013.

135/12 **DATE AND TIME OF NEXT MEETING**

Tuesday, 6th November 2012 at 1.15 pm – Training Room 4, Education and Training Centre (Public)